

Regional Commander's Guidance on RFMS Implementation (19 MAR 02).txt
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Sent: Wednesday, March 20, 2002 9:10 AM
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Subject: REGIONAL COMMANDER'S GUIDANCE ON RFMS IMPLEMENTATION

Importance: High

Steering Team, PWOs, BLMs,

Following is RADM Chaplin's guidance on RFMS implementation sent to Base Commanding Officers and Regional Staff. Please read carefully.

For PWOs, please discuss with your Skipper. He looks to you as his facility management professional. If you have any questions, please call me. Effective communication in transition is absolutely essential for success. We will discuss as group (Regional Facility Management Team) on 2 APR as part of the FIP conference.

For BLMs, you are "on point" of this initiative. Focus, innovate, plan, communicate, deliver.

For all, the Regional Commander's and my expectations are high. Objective: world-class support to our FDNF. I very much appreciate your energy, creativity, and efforts. Leading change is challenging, but important, work. Keep charging!

vr DHO

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DECISION TO REGIONALIZE ALL PUBLIC WORKS FUNCTIONS USING
REGIONAL FACILITY MANAGEMENT SYSTEM//

RMKS/1. THE PURPOSE OF THIS MESSAGE IS TO PROVIDE LEADERS AND MANAGERS OF THE CNFJ REGION TEAM CLEAR GUIDANCE FOR IMPLEMENTING THE REGIONAL FACILITY MANAGEMENT SYSTEM (RFMS), INITIATED BY REF A.

2. CONTEXT. LET ME BEGIN BY PUTTING THIS IMPORTANT STRATEGIC INITIATIVE IN ITS PROPER CONTEXT. SHORE FACILITY MANAGEMENT IS NOT WAR FIGHTING. THE OBJECTIVES AND RULES ARE DIFFERENT. FACILITY MANAGEMENT IS AN ESSENTIAL SUPPORT FUNCTION THAT IS BEST OPERATED AND DELIVERED USING PROVEN BUSINESS PRACTICES. OUR REGION BUSINESS OBJECTIVES ARE HIGHEST QUALITY OF SERVICE (EFFECTIVENESS) AND MAXIMUM RETURN ON INVESTMENT (EFFICIENCY). ACHIEVING THESE IMPORTANT OBJECTIVES IS OUR OVER-ARCHING GOAL.

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3. NEW BUSINESS MODEL.

A. THE CHANGE TO RFMS REQUIRES A "PARADIGM SHIFT" IN SUPPORT FUNCTION MANAGEMENT. BASE COS SHOULD FOCUS ON DEFINING EXPECTATIONS, IDENTIFYING NEW OR UNSATISFIED REQUIREMENTS, AND SETTING EXECUTION PRIORITIES, VICE DAY-TO-DAY MANAGEMENT OF SUPPORT SERVICE EXECUTION.

B. TO ACHIEVE OUR REGION BUSINESS OBJECTIVES, I HAVE DIRECTED MY ON-STAFF FACILITIES MANAGEMENT PROFESSIONAL (REGIONAL ENGINEER) TO LEAD AND MANAGE A REGIONAL FACILITY MANAGEMENT SERVICE DELIVERY SYSTEM, CALLED RFMS. RFMS IS A MATRIX SERVICE DELIVERY SYSTEM WITH CENTRAL OVERALL MANAGEMENT AND A COMBINATION OF CENTRAL AND LOCAL SERVICE DELIVERY.

C. THE RFMS BUSINESS MODEL IS ENTIRELY CONSISTENT WITH BEST BUSINESS PRACTICES OF COMMERCIAL INDUSTRY, WHERE LARGE CORPORATIONS CENTRALLY MANAGE THE FACILITIES OF MULTIPLE PLANTS AND OFFICES. PLANT MANAGERS FOCUS ON THE PRIMARY MISSION, DEFINE SUPPORT REQUIREMENTS, AND ASSESS SUPPORT EFFECTIVENESS. THE PRIVATE SECTOR TREND IS TO: (1) "OUT SOURCE" SUPPORT FUNCTIONS SO LINE MANAGERS CAN FOCUS ON CORE MISSION ACCOMPLISHMENT AND (2) ENABLE SUPPORT FUNCTION SPECIALISTS WITH THE FLEXIBILITY TO MANAGE EXECUTION FOR MAXIMUM EFFECTIVENESS AND EFFICIENCY.

4. REGIONAL RESOURCE MANAGEMENT.

A. RFMS WILL CENTRALLY MANAGE FACILITY MANAGEMENT RESOURCES, INCLUDING FACILITY FUNDING (PM, QM, EC, AND FACILITIES RELATED OB FUNDING LINES) AND FACILITY POSITIONS (MLC, USCS, MILITARY). THIS INCLUDES ALL REGION RESOURCES DEDICATED TO FACILITY MANAGEMENT FUNCTIONS AS OF THE FY02 BASELINE.

B. SINCE THE PRIMARY OBJECTIVE OF RFMS IS TO IMPROVE PROGRAM EFFECTIVENESS, THE REGIONAL ENGINEER WILL NORMALLY BE GIVEN AUTHORITY TO REINVEST AND REALIGN FACILITY MANAGEMENT RESOURCES TO IMPROVE SERVICE DELIVERY, ESPECIALLY DURING THE RFMS IMPLEMENTATION WINDOW (FY02/03). WHEN "SAVINGS" OCCUR AS A RESULT OF RFMS PROCESS IMPROVEMENT, THE CNFJ REGIONAL RESOURCE MANAGEMENT BOARD WILL DETERMINE HOW BEST TO APPLY SAVINGS (REDUCED COST OF RFMS PROGRAM, OR CONTRIBUTION TO ANOTHER REGIONAL PROGRAM FOR DOCUMENTED UNBUDGETED REQUIREMENTS).

C. WE WILL SOON CHARTER THE RFMS RESOURCE MANAGEMENT TEAM THAT WILL FURTHER DEFINE ROLES AND PROCESSES FOR MANAGING THE REGION'S FACILITY RESOURCES. THE TEAM WILL BE COMPRISED OF BOTH REGIONAL STAFF AND

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BASE REPRESENTATIVES.

5. THE WAY AHEAD. I AM CHALLENGING THE REGIONAL ENGINEER TO IMPLEMENT RFMS ON THE MOST AGGRESSIVE TIMELINE.

A. RFMS WILL BE DESIGNED AND IMPLEMENTED BY ELEVEN RFMS IMPLEMENTATION TEAMS, CHARTERED BY THE DEPUTY REGIONAL COMMANDER, EACH WORKING ON A SPECIFIC COMPONENT OF THE OVERALL RFMS SYSTEM.

B. RFMS WILL STAND UP IN TWO PHASES. PHASE I WILL INCLUDE THE REGIONAL ENGINEER COMPONENT, THE YOKOSUKA PW TEAM, THE PLANNING/CONSTRUCTION BUSINESS LINE, AND THE ENVIRONMENTAL BUSINESS LINE. THE TARGET TO STAND UP PHASE I IS 01JUL02. THE RFMS PHASE I PACKAGE IS NEARLY READY FOR FINAL REVIEW AND APPROVAL.

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C. FOUR ADDITIONAL IMPLEMENTATION TEAMS WILL BE CHARTERED WITHIN THE NEXT THREE MONTHS. PHASE II WILL INCLUDE THE UTILITIES BUSINESS LINE, ENGINEERING BUSINESS LINE, MAINTENANCE/SERVICES BUSINESS LINE, TRANSPORTATION BUSINESS LINE, SEABEE EMPLOYMENT PLAN, RFMS RESOURCE MANAGEMENT PROCESSES, AND RFMS SUPPORT PROCESSES. THE OBJECTIVE IS TO HAVE PHASE II STAND UP ON 01OCT02, THE FIRST DAY OF FY03. TRANSITION TO FULL IMPLEMENTATION OF RFMS WILL CONTINUE WITH TARGET COMPLETION IN SEP03.

6. REGIONAL TEAM EFFORT. AS I HAVE SAID BEFORE, THE RFMS INITIATIVE IS ABOUT IMPROVING EFFECTIVENESS BY USING A BETTER BUSINESS MODEL. I DIRECTED IMPLEMENTATION OF RFMS AND CHALLENGED MY REGIONAL ENGINEER TO GET IT DONE ON THE MOST AGGRESSIVE TIMELINE POSSIBLE. IT WILL TAKE A TOTAL CNFJ REGION TEAM EFFORT TO BE SUCCESSFUL. PLEASE DO YOUR PART TO SUPPORT THIS INITIATIVE AND SCHEDULE.

7. FEEDBACK WELCOME. I INVITE YOUR FEEDBACK ON HOW BEST TO IMPLEMENT RFMS. RFMS IMPLEMENTATION TEAMS WILL
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PROVIDE EXECUTIVE REPORTS TO THE REGIONAL ADVISORY BOARD FOR REVIEW AND APPROVAL. WE WILL ALSO DISCUSS OVERALL RFMS IMPLEMENTATION AT OUR UPCOMING CNFJ REGIONAL COMMANDER'S CONFERENCE AT THE END OF APRIL IN SASEBO.

8. RADM CHAPLIN SENDS.//

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